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U. S. Dept. of Agriculture Farm  
Security Administration  
REPORT OF

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REGIONAL PERSONNEL ADVISERS' CONFERENCE

1938

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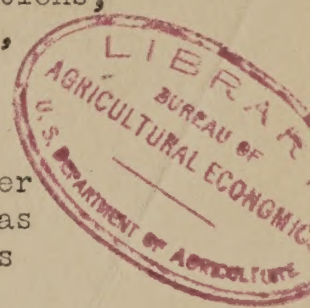
INTRODUCTION

As will be noted, this report of the 1938 Conference of Regional Personnel Advisers includes in addition to a copy of the program, only the six committee reports presented to the Conference, and the paper prepared and read by Mr. Maris, "The Principles of Conference Planning for Training Purposes."

The Six committee reports as presented here include the revisions decided upon by the Conference.

It is felt that valuable contributions were made to our thinking at the joint sessions for Regional Personnel Officers of the FS, FSA, and SCS, and the sessions of the Civil Service Assembly of the United States and Canada. In addition, the discussions, in the sessions limited to our own group, of disciplinary actions, service ratings, salary ranges for administrative promotions, and procedures were informative and helpful.

It is believed, however, that the notes each Personnel Adviser found it possible to make at these various sessions will be as useful as any summary which might have been presented in this report.



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On the 10th day of January 1961, the undersigned, being duly sworn, depose and say that the within and foregoing is a true and correct copy of the original as the same appears in the files of the undersigned.

Subscribed and sworn to before me this 10th day of January 1961.

Notary Public for the State of California

My commission expires on the 10th day of January 1962.



CONTENTS

SECTION I

Program of Conference

SECTION II

Committee Reports

SECTION III

The Principles of Conference  
Planning for Training Purposes

1900

1901

1902

1903

1904

1905

1906

PROGRAM

REGIONAL PERSONNEL ADVISER'S CONFERENCE

1938

FIRST WEEK

MEETING PLACE, MONDAY, OCTOBER 10: Room 3036, U.S.D.A., South Bldg.  
(Subsequent meetings will be in Room 1039, U.S.D.A., South Bldg.)

Monday, October 10

10:00 A. M. - 1:00 P. M.

Chairman: Mr. Stephens

10:00 A. M. - 11:00 A. M.

Introductory Remarks - Mr. Stephens

11:00 A. M. - 1:00 P. M.

Disciplinary Actions - Mr. C. T. Forster

1:00 P. M. - 2:00 P. M.

Lunch

2:00 P. M. - 4:30 P. M.

Committee work

Tuesday, October 11

10:00 A. M. - 12:15 P. M.

Chairman: Mr. Lightfoot

10:00 A. M. - 10:30 A. M.

Efficiency Ratings: 1938 Results - Mr. Davis

10:30 A. M. - 11:00 A. M.

Efficiency Ratings: Administrative Uses - Mr. Littlejohn,  
Mr. Brewer

11:00 A. M. - 12:15 P. M.

Salary Ranges for Administrative Promotions - Mr. Newman

12:30 P. M. - 2:00 P. M.

Luncheon meeting - Speaker, Dr. W. W. Alexander

2:00 P. M. - 4:30 P. M.

Committee work

Wednesday, October 12

10:00 A. M. - 1:00 P. M.

Chairman: Mr. Sawyer

10:00 A. M. - 11:00 A. M.

Civil Service Personnel Procedures - Mr. Littlejohn

11:00 A. M. - 12:00 Noon

The Principles of Conference Planning for Training  
Purposes - Mr. Paul V. Maris

12:00 Noon - 1:00 P. M.

Career Services in FSA - Mr. Stephens

1:00 P. M. - 2:00 P. M.

Lunch

2:00 P. M. - 4:30 P. M.

Committee work





Thursday, October 13

10:00 A. M. - 12:00 Noon

Chairman: Mr. Tisdale

Report of Committee on Standard Qualifications for  
Rehabilitation Field Supervisory Positions.

Discussion of Report

12:30 P. M. - 2:00 P. M.

Luncheon meeting - Speaker: Mr. G. Lyle Belsley,  
Executive Director, Civil Service  
Assembly of the U. S. and Canada

2:00 P. M. - 4:00 P. M.

Chairman: Mr. Somerville

2:00 - 3:00

Report of Committee on Safety and Health.

Discussion of Report

3:00 - 4:00

Report of Committee on Employee Activities.

Discussion of Report

Friday, October 14

10:00 A. M. - 1:00 P. M.

Chairman: Mr. Allen

Report of Committee on Training Suggestions Transmitted to  
Regions by Mr. Baldwin's letter of September 22, 1938.

Discussion of Report

1:00 P. M. - 2:00 P. M.

Lunch

2:00 P. M. - 4:00 P. M.

Chairman: Mr. Allen

Report of Committee on Apprenticeship Training for  
Rehabilitation Field Supervisory Positions and a Training  
Program for Assistant RR Supervisors.

Discussion of Report

Saturday, October 15

10:00 A. M. - 1:00 P. M.

Chairman: Mr. Stephens

10:00 A. M. - 12:00 Noon

Report of Committee on In-Service Training for  
Regional Office Supervisors and Post-Entry Education  
for all Employees.

Discussion of Report

12:00 Noon - 1:00 P. M.

Persistent Procedural Errors - Mr. Littlejohn, Mr. Brewer,  
Mr. Newman





SECOND WEEK

Monday, October 17, and

Wednesday, Noon and Afternoon, October 19

Joint Sessions for Regional Personnel Officers of Farm Security  
Administration, Forest Service, and Soil Conservation Service.

(All meetings will be held in Room 201, U.S.D.A. Administration  
Building, except the luncheon meeting October 19, which  
will be held at 1208 F Street.)

Tuesday, October 18, and

Wednesday morning, October 18, and

Thursday, October 20

Attendance at sessions of the Thirtieth Annual Meeting of the Civil  
Service Assembly to be held at the Wardman Park Hotel, Washington, D.C.

(Copies of the program of the Civil Service Assembly's  
meeting will be available in Washington.)

Friday, October 21

10:00 A. M. - 12:00 Noon, 2:00 P. M. - 4:00 P. M.

Chairman: Mr. Stephens

Submission and discussion of revised committee reports

A session of the conference will be scheduled for Saturday morning,  
October 22, if any unfinished business of the conference requires extra  
time.





## COMMITTEE ASSIGNMENTS

### 1. Committee on Standard Qualifications for Rehabilitation Field Supervisory Positions

Members: Conner, Chairman; Allen; Ryan; Lightfoot;  
Brewer, Secretary

#### Questions within jurisdiction:

What are proper standard qualifications for Assistant  
RR Supervisors, Associate RR Supervisors, RR Supervisors,  
H. M. Supervisors?

What are minimum qualifications for Assistant RR  
Supervisors, Associate RR Supervisors, RR Supervisors,  
H. M. Supervisors?

What are problems of Recruitment of above personnel?

### 2. Committee on Safety and Health

Members: Kelly, Chairman; Yetter; Sawyer; Somerville;  
Lazar, Secretary

#### Questions within jurisdiction:

What are problems within field of safety and health of  
appointive personnel?

To what extent have regional offices assumed responsi-  
bility in this field?

What can Personnel Officers do to promote safety and  
health of employees?

### 3. Committee on Employee Activities

Members: Smith, Chairman; Tisdale; Elkin; Davis, Secretary

#### Questions within jurisdiction:

What are types of desirable employee activities to be  
encouraged?

What is place of Personnel Adviser in aiding in develop-  
ment of an activities program?

To what extent can the field employees participate in  
such a program?

1. The first part of the report

2. The second part of the report

3. The third part of the report

4. The fourth part of the report

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9. The ninth part of the report

10. The tenth part of the report

11. The eleventh part of the report

12. The twelfth part of the report

13. The thirteenth part of the report

14. The fourteenth part of the report

15. The fifteenth part of the report

16. The sixteenth part of the report

17. The seventeenth part of the report

18. The eighteenth part of the report

19. The nineteenth part of the report

20. The twentieth part of the report

21. The twenty-first part of the report



4. Committee on Training Suggestions Transmitted to Regions by Mr. Baldwin's letter of September 22, 1938.

Members: Ryan, Chairman; Smith; Conner; Somerville;  
Young, Secretary

Questions within jurisdiction:

What are best methods of supervision of Administrative Supervisors and Junior Administrative Supervisors to provide maximum services from them as training officers? What should be the contribution of Regional Personnel Advisers to the planning and administration of conference programs?

5. Committee on Apprenticeship Training for field RR supervisory positions, and a training program for Assistant RR Supervisors

Members: Elkin, Chairman; Kelly; Allen; Sawyer;  
Todd, Secretary.

Questions within jurisdiction:

What are possibilities for apprenticeship positions leading to appointment as Assistant RR Supervisor, from viewpoints of recruitment, and worthwhile training? What aids could be given by Personnel Advisers in managing a three year training period for Assistant RR Supervisors?

6. Committee on In-Service Training for Regional Office Supervisors and Clerks, and Post-Entry Education for All Employees

Members: Yetter, Chairman; Lightfoot; Tisdale;  
Harris, Secretary.

Questions within jurisdiction:

What are desirable formal in-service courses for Regional Office Supervisors and Clerks? What are opportunities and needs for post-entry education in outside institutions?





REPORT OF THE COMMITTEE  
ON STANDARD QUALIFICATIONS FOR REHABILITATION FIELD SUPERVISORY  
POSITIONS

Conner; Chairman, Allen, Ryan, Lightfoot, Logan, Brewer, Secretary

This is the report of the Committee on Standard Qualifications for Rural Rehabilitation Supervisors and Home Management Supervisors, their Associates and Assistants. The Committee working in close association with the Assistant Administrators and officials of the Rural Rehabilitation Division presents this report. The questions within the jurisdiction of this Committee were:

- (1) What are the proper Standard Qualifications for Assistant Rural Rehabilitation Supervisors, Associate Rural Rehabilitation Supervisors and Rural Rehabilitation Supervisors and Home Management Supervisors and their assistants?
- (2) What are the minimum qualifications for assistant, associate and Rural Rehabilitation Supervisors and Home Management Supervisors?
- (3) What are the problems of recruitment of the above personnel?

In considering these questions, sufficient data has been made available to the Committee to enable it to obtain a clear view of the problem.

Desirable high standards are now being met in approximately two-thirds of the regions, but in certain sections in the remaining one-third of the regions conditions are such that existing educational and training facilities do not adequately meet the demands of the Administration for trained personnel. This Committee recognizes that this situation constitutes the major problem in the establishment of desirable qualification standards.

From the inception of the program it has been generally recognized that the eventual success of the rehabilitation work would depend upon a properly qualified supervisory force possessed of a very high order of technical ability and a broad social outlook. Although these qualifications have not been formally defined, their character has been generally recognized and a constant effort made to obtain supervisors with these characteristics.

In answer to the question regarding Standard Qualifications, the Committee recommends that there be three basic qualifications recognized for all the above mentioned positions:

- (1) Broad social viewpoint and a sympathetic attitude toward low-income farmers.
- (2) Training equivalent to graduation from a recognized college including majors as follows:
  - a. For Rural Rehabilitation Supervisors, Associates, and Assistants - Agriculture, closely related to farm management problems preferably supplemented by social sciences.
  - b. For Home Management Supervisors - home economics and social sciences or education with a minor in home economics social sciences or rural sociology.
- (3) Demonstrated successful experience in the field of agriculture, agricultural education and home making for Rural Rehabilitation Supervisors & Associates and Home Management Supervisors and with a general rural background for the





The Committee therefore recommends that the qualifications which are set forth above shall be considered standard for this Administration and that such exceptions for Rural Rehabilitation Supervisors and Associates as it shall be necessary to make, because of local conditions, shall be based on certain definite alternate factors which will insure the successful operation of the Rural Rehabilitation program. These factors should be based on:

- (1) Evidence of maturity of judgment and a knowledge of technical methods in farm management approximately equivalent to that represented by graduation from an agricultural college of recognized standing which is supported by a record of successful experience in farm operations or in other farm programs.

In all cases where alternates are recommended a complete and detailed justification must accompany the original request.

The Committee recommends that every effort be made to uphold the Standard Qualifications for Assistant Rural Rehabilitation Supervisors and Assistant Home Management Supervisors so that our program may be strengthened as we progress. However, it will not be necessary to give as much weight to the factors of experience and maturity in the selection of Assistant Supervisors. Recent Agricultural college graduates may be appointed to these positions and receive valuable in-service training. In many cases, Assistant Supervisors so selected may become eligible for promotion to positions as Supervisors after they have demonstrated their ability to handle the work of supervisors effectively.

The foregoing recommendations are based upon the cognizance of the difficulties and complications existing in the recruiting of qualified personnel. It is the opinion of the Committee that if the above recommendations are closely followed it will be possible to maintain an adequate staff from current recruiting sources and that by adhering to the Standard Qualifications for new employees brought in, in the Assistant grade, that we eventually shall develop a complete staff possessing these Standard Qualifications.



REPORT OF THE COMMITTEE ON SAFETY AND HEALTH  
Kelly, Chairman; Yetter, Somerville, Sawyer, Garrison,  
Lazar, Secretary

## I SCOPE

The committee's consideration of the question of safety and health was limited to the problems affecting appointive personnel, with brief mention of the uncoordinated work which has been done in the regions to promote safety and health. Until an administrative decision is announced fixing responsibility for carrying on safety and health work with appointive employees, it has seemed unwise for the committee to consider the contribution which personnel officers, and other organizational units should make to such a safety and health program.

## II FINDINGS

With the assistance of D. J. Ward, Acting Business Manager, Max A. Egloff, Assistant Director, Labor Relations Division, and Dr. Frederick D. Mott from the Office of the Medical Director, the committee explored the existing needs of the field offices in a general discussion. Mr. Egloff furnished information drawn from the safety work done by the Labor Relations Division on Farm Security Administration projects with non-appointive employees.

Although hospitalization plans and group insurance have received some attention in Farm Security Administration, safety work has not been organized heretofore for appointive employees, except incidentally in connection with project operations, for which the Labor Relations Division has been responsible for maintenance of safe working conditions.

The committee discussed the following problems in the field of safety and health, and offers tentative remedial suggestions as follows:

### A. SAFETY

1. In order to indicate the extent of the problem the following figures are presented for Farm Security Administration employees:-

	<u>Appointed</u> <u>Personnel</u>	<u>Non-fatal</u> <u>Accidents</u>	<u>Fatal</u>	<u>Cost Non-fatal</u>	<u>Cost Fatal</u>
1936	21,800	376	7	\$41,034	\$32,076
1937	17,550	349	7	Costs for 1937 not available.	

An analysis of the above figures revealed that the most serious problem is that of automobile accidents.

Because of the considerable frequency of automobile accidents among rural and home supervisors and regional officials, it is recommended that immediate steps be taken to remedy this situation.



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This problem can be broken down into two general groups--those accidents involving Government owned vehicles and those owned by the operator himself. The Business Management Division has taken steps to reduce accidents of the first group. This is being brought about by a close inspection and more adequate maintenance of Government owned vehicles. It is felt that the only way to reduce accidents in the second group is by education through the use of posters, moving pictures, and other visual aids which should be combined with talks at regional, state, and district meetings to dramatize the need for safe driving practices. Considerable emphasis should be placed on the need for keeping motor vehicles in safe driving condition and for proper maintenance of brakes, lights, and tires.

2. Accidents and diseases from handling farm animals.  
Cases were reported wherein supervisors were injured or contracted diseases while inoculating, or otherwise handling farm animals, pledged as security for rehabilitation loans.  
It is recommended that rural supervisors be instructed in proper methods of handling livestock, utilizing wherever possible literature prepared by other Agriculture Bureaus such as the Extension Service and the Bureau of Animal Industry.
3. Injuries resulting from contact with poisonous weeds, ticks, black widow spiders, rattlesnakes, and doorflies. Both preventive and curative measures should be adapted.
4. Injuries from improperly used pressure cookers and canning equipment.
5. Miscellaneous hazards, including sunstroke, heat exhaustion, frost-bites, contagious disease and defective water supply.
6. Office hazards.
  - a. Unbalanced filing cabinets
  - b. Improperly placed electric fans
  - c. Swivel chairs
  - d. Improperly placed telephone or light wires
  - e. Rupture and hernias caused by moving furniture or other heavy objects.
  - f. Defective stairways
  - g. Faulty space layout, improper lighting, heating, or ventilation.
7. Supply room accidents due to improper lifting techniques.

## B. HEALTH

1. Need for first aid room with a regular nurse in attendance. As far as the committee can learn, there is only one region equipped with a first aid room with a regular nurse in attendance. It is felt this practice should be extended to all regions. The regular nurse employed for this purpose could spend most of her free time in handling of compensation cases and doing other clerical work incident to the health and safety program. A suggestion was made by Dr. Mott that the nurse could spend a portion of her time in home visits with those employees who are absent from work because

1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the problem and the objectives of the research.

2. The second part of the report is a detailed description of the methods used in the study. It includes a discussion of the experimental design, the data collection procedures, and the statistical analysis techniques.

3. The third part of the report is a presentation of the results of the study. It includes a discussion of the findings, a comparison of the results with previous research, and a conclusion about the significance of the study.

4. The fourth part of the report is a discussion of the implications of the study. It includes a discussion of the limitations of the study and suggestions for future research.

5. The fifth part of the report is a summary of the study. It includes a brief overview of the main findings and a final conclusion.

6. The sixth part of the report is a list of references. It includes a list of all the sources used in the study.

7. The seventh part of the report is an appendix. It includes a list of all the figures and tables used in the study.



of illness. This is particularly necessary where younger girls from smaller towns, who have never worked away from home before, are brought into the larger regional office cities. In addition, it was felt that this practice would tend to preclude the possibility of the misuse of sick leave privileges. Preventive measures practiced by the nurse would undoubtedly serve a useful purpose in avoiding common illnesses such as colds, minor infections, etc.

2. First Aid Kits.

The committee recommends that first aid kits be requisitioned for all county offices. The Business Management Division advises that these are available for use by all appointive personnel.

3. Cooperation of supervising officials to send employees home when necessary.

Supervising officials should be made aware that they are responsible for the early recognition of signs of ill health which may be dangerous to the affected employee or his fellow workers. Close cooperation between supervising officials and the regular nurse would give adequate control over situations brought about by employees who tend to continue work when they are not physically able.

4. Provision of proper sanitary facilities.

Supervising officials should be advised that they are responsible for reporting inadequate janitor service and unsatisfactory sanitary facilities. This problem is particularly acute in county offices.

5. Emergency Situations.

Supervisory officials should cooperate with local health officials for the protection of employees. This is especially important during periods of epidemics, tornadoes, floods, and other similar situations.

### III RECOMMENDATIONS:

For Washington:

1. Much of the needed safety educational material for a properly planned safety campaign can be obtained from the National safety Council, and it is recommended that we again become members of this body.
2. Publishing of a periodic safety bulletin to be sent to the regions.
3. Prepare training programs for safety and health education for county personnel. We hope in this way that the county personnel will be made aware of the safety and health program and will be then able to pass on such practices to our farm families especially since statistics show that the greatest number of all accidents occur on the farm.
4. Formulation of a coordinated safety program for all Farm Security Administration employees including non-appointive workers, since all of the safety inspectors formerly used in this work have been terminated.



For the Regions:

1. A Regional committee, representing all line and staff divisions, should be appointed for the study and administration of the safety and health program.
2. Regions should maintain an adequate record of accidents and causes of injuries. These should be studied in order to determine the most frequent causes of accidents.
3. Committees should anticipate sources of possible injuries and take corrective steps. In this connection a study of the necessity of holding fire drills should be made. If drills are not possible some instruction should be given in the assignment of exits in case of emergencies.
4. We recommend that the Regional Committee provide for the establishment of a system for encouraging, considering and using suggestions from all the employees for eliminating possible causes of accidents or other unsafe conditions. This will make possible the active participation of all employees in the safety and health program.

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## REPORT OF THE COMMITTEE ON EMPLOYEE ACTIVITIES

Smith, Chairman; Elkin; Tisdale; D.P. Stephens; Davis, Secretary

The Committee found it possible to agree without lengthy discussion that it was a part of a personnel officer's responsibility to encourage and assist in the development of a group activities program for employees. Certainly, so far as the information of the Committee goes, Regional Personnel Advisers in the Farm Security Administration have all done something in this field.

The Committee believes that there is a large group of employee needs which can be met better by a well-rounded employee's group activities program than in any other fashion. An effort at a classification of types of employee activities which the Committee believes are possible in most regions, and many of which already exist in several regions, is as follows:

- I Service functions:
  - a Credit Union
  - b Insurance
  - c Cooperative buying
  - d Maintenance of funds for various group purposes
- II Recreational and avocational functions:
  - a Sports
  - b Hobby clubs and hobby classes
  - c Entertainments

A few comments can be made on these activities. It is, of course, impossible to extend the benefits of such a program fully to employees outside the regional office. It is possible, however, to provide for the participation by such employees in many of the activities possible in the field of the service functions. The Committee believes that wherever possible employees outside the regional office should be given an opportunity for participation. It is possible, for example, to open membership in a credit union to employees outside the regional office.

Credit unions are so well established in regional offices of the Administration that their utility hardly needs emphasis.

The Committee wishes to call particular attention to the real service rendered employees by group hospitalization, and medical care insurance plans, where available. Other types of insurance for which group rates may be secured may, perhaps, be available; for example, fleet rates for automobile insurance.

The Committee believes cooperative buying, if well explored, offers a field of real saving for regional office employees.

A fund is maintained in one region, built up by voluntary contributions from regional employees, from which clients may borrow money without interest to pay the matriculation fees of sons and daughters who are entering college. Emergency funds are maintained in some regions.

THE UNIVERSITY OF CHICAGO

THE DIVISION OF THE PHYSICAL SCIENCES

REPORT OF THE DIVISION OF THE PHYSICAL SCIENCES  
FOR THE YEAR 1964-1965

THE DIVISION OF THE PHYSICAL SCIENCES  
OF THE UNIVERSITY OF CHICAGO

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OF THE UNIVERSITY OF CHICAGO



There is possibly less uniformity in the facilities and opportunities for employee group activity in the field of the recreational and avocational functions as between regions than is true of the service functions. Most of the recreational and avocational activities require group gatherings. In one regional office, such activities are handicapped partly because most employees live a considerable distance from each other. This difficulty is perhaps not insuperable. In some regions the facilities for various sports and types of avocational interests are less numerous than others.

The foregoing classification and brief comment on types of group activity for employees gives, perhaps, some indication of the very wide field of employee needs which can be met by an activities program. The Committee believes that each Personnel Adviser should give such assistance as he can to the full development of a wide employee's activities program in his region.

The function of a Regional Personnel Adviser in connection with the development and maintenance of a program of employee activities must necessarily be an advisory one in his capacity as an official. Those functions which have been described are definitely not government business. They have a bearing on government business because they affect the morale of employees, for better or worse, depending on how fully developed the program is and how well run it is. Hence, it is worthwhile for a personnel officer to interest himself in them in an advisory capacity. But he obviously has no authority to dictate a program. It would be unsound in any event to do so because the vitality of most phases of an employee's activity program can only come from a democratic participation in the planning by employees themselves. So far as the Committee knows, the conception of the personnel officer's function in this field as being an advisory function is held by all members of this group.

The Committee finds that several types of machinery have been worked out in the various regions through which the activities programs function. When machinery exists it is desirable that the Personnel Adviser be in such a position with relation to it that he has a channel through which his advisory functions can be exercised.

In one region a committee of four or five regional officials has been designated by the Regional Director to advise with employees about the organization of employee activities. The Personnel Adviser is a member of this committee. The committee does not attempt to dictate an employee's activities program. It is a facilitating group. When an employee presents an idea which he would like to develop in the field, the committee advises with him about facilities, methods, and designates him to get his group of participating employees together. The interested group elects officers to hold whatever funds may be collected for the purpose, and generally be in charge of the activity.



Another region at one time had a committee made up of about 12 regional officials, which had four standing committees. Each sub-committee had charge of a field of activity. The Personnel Adviser was a member of the committee of twelve and thus had a channel for presenting his advice. This organization has been discontinued in the region.

The information of the Committee is that at least one region has an employees association, with its constitution, by-laws, and officers. Although the Personnel Adviser in that region reports that a wide program of employee activities has not developed in the region, he does not believe the method of organization is at fault.

This Committee did not feel that it could recommend any particular method of organization, as against another as being the most desirable. It does, however, feel that the conference should thoroughly discuss the various methods, and provide wider data about the operation of the various methods than the committee had available.

It is the recommendation of the Committee that as soon as the data are made available by the Regional Personnel Advisers, a supplement to this report be prepared and distributed to all Personnel Advisers giving in detail the scope of employee activities in each region, and the methods of organization used.





REPORT OF THE COMMITTEE ON TRAINING SUGGESTIONS TRANSMITTED  
TO REGIONS BY MR. BALDWIN'S LETTER OF SEPTEMBER 22, 1938.

Ryan, Chairman; Smith; Conner; Somerville; Logan; Young, Secretary

Early in this fiscal year a letter from the Administrator's office explained in considerable detail the establishment, training, and relationships of a new group of employees known as Administrative and Junior Administrative Supervisors.

These Administrative Supervisors and Junior Administrative Supervisors, while paid from funds made available in the Regional offices were, after a period of training, made administratively responsible to the State Director in whose state they were working and through him to the District Supervisor in whose district they were at the time engaged.

The scope of activity and the method of reporting for Administrative Supervisors and Junior Administrative Supervisors was clearly defined. The routing of these reports was outlined in such a way that it did not permit any overlapping of authority between District Supervisors and County Supervisors but stimulated a situation whereby both the Administrative Supervisors and the Junior Administrative Supervisors were supplementing and complimenting the work of the District Supervisor in whose district they were working.

With this general preface and review of the background of our Administrative Supervisors and Junior Administrative Supervisors, the Committee approached the first question within its jurisdiction which was:

What are best methods of supervision of Administrative Supervisors and Junior Administrative Supervisors to provide maximum services from them as training officers?

Your committee submits the following recommendations on this question:

- I - (a) That the Regional Director be asked to designate a representative with whom the Regional Personnel Adviser may co-operate in the supervision of the effectiveness of the training phases of the Administrative Supervisor's and Junior Administrative Supervisor's activities.
- (b) That it should be the responsibility of the representative designated by the Regional Director to furnish the data for any new technical information or new procedure necessary for training programs to be carried out by the Administrative Supervisors and Junior Administrative Supervisors.
- (c) That it should be the responsibility of the Regional Personnel Adviser to co-operate fully in arranging this data in the most suitable form for use in the training program.
- (d) That the Administrative Supervisors and Junior Administrative Supervisors should be called into the Regional Office, for such periods of time as is found necessary, at periodic intervals from three to six months, for a review of training materials and additional instructions; and that





- this additional instruction should include training in project office procedures in order that the Administrative Supervisors and Junior Administrative Supervisors can be of assistance on projects as well as in county unit offices.
- (c) That the reports submitted by the Administrative Supervisors and Junior Administrative Supervisors be made available to the Personnel Adviser so that he will be able to analyze the relative effectiveness of these supervisors as training officers and be in a position to suggest additional training or instruction for them as the need may be indicated.

II The Committee next considered the second question within its jurisdiction which was:

What should be the contribution of Regional Personnel Advisers to the planning and administration of conference programs?

It is the feeling of your Committee that Mr. Baldwin's letter of September 22, 1938 outlines in considerable detail a suggestive program for Regional, State, and District conferences that could be developed into a well rounded coordinated training program.

Your Committee does not feel that it can materially add to the suggestions attached to Mr. Baldwin's letter of September 22 in regard to the training of field personnel of the Farm Security Administration but it does feel that there is an opportunity for Regional Personnel Advisers to participate in such a program to a greater extent than they may be doing in all cases at the present time.

In view of this the Committee suggests:

- (a) The solicitation of the help of the Administrator's Advisory Committee on personnel training in attempting to sell to the various regional organizations the value of a conference for Regional and State officials to lay out a co-ordinated series of conferences that will include Regional, State, and District meetings.
- (b) If such a program were undertaken, the Committee feels that the Personnel Adviser should encourage the appointment of, and indicate his willingness to serve on, a Regional Advisory training committee whose duty would be that of assisting the Regional Directors in the planning of training conferences and working with the various committees during the period conferences are being planned.
- (c) Personnel Advisers should make a careful analysis of the job requirements of any particular position as a basis for recommendations as to training needs of persons in the position. Such a careful analysis may point to needs for training which are likely to be overlooked if only a general appraisal is made. For example, one

1. The first part of the paper discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is essential for the proper management of the company's finances and for ensuring that all stakeholders are kept informed of the company's financial health.

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3. The third part of the paper discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is essential for the proper management of the company's finances and for ensuring that all stakeholders are kept informed of the company's financial health.

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analysis recently made of the training needs of RR Supervisors and Home Management Supervisors by the use of this job analysis approach indicates the following subjects of training as desirable:

I General

A Orientation

B Work Planning and Self-Appraisal

II Special

A Technical--Farm and Home Management

B Social - economic

1. Social and economic conditions and problems of the area

2. Social and economic factors in rehabilitation

3. Social case work approach to clients

C Office management

D Public Relations

E Principles of Adult Education as applied to instruction of clients

- (d) It is the feeling of this Committee that the Regional Personnel Advisers could be of considerable help in arranging the data selected for presentation at various Regional and State conferences as outlined in Mr. Baldwin's letter of September 22, regarding training suggestions.
- (o) The Personnel Adviser could be of considerable assistance in advising as to the best methods of presenting the material selected for these meetings. (As an example, it might be determined that the conference technique of presentation would be preferable in some instances rather than the lecture method.) The Personnel Adviser could lend valuable assistance in advising on conference methods and techniques.
- (f) The Personnel Advisers should familiarize themselves with conference technique of conducting meetings in order to become an authority on conference methods of presenting programs.
- (g) The Regional Personnel Adviser should lead the discussions, or conduct the conference, where matters pertaining to personnel are under consideration.
- (h) The Personnel Advisers should take the initiative and encourage co-ordinating programs with other related bureaus and agencies of the Department in order to give the Personnel of the region an increased knowledge of the activities of other bureaus and agencies and the background and philosophy of the Department of Agriculture.
- (i) The Personnel Adviser should take steps to collect informative material for his files on conference planning and technique in order to be in a position to give pertinent and helpful information when called upon to do so.



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REPORT OF THE COMMITTEE ON APPRENTICESHIP TRAINING FOR FIELD R.R.SUPERVISORY POSITIONS, AND A TRAINING PROGRAM FOR ASSISTANT R.R. SUPERVISORS.

Elkin, Chairman; Kelly; Allen; Sawyer; Gammon; Todd, Secretary.

The time allowed for consideration of the subject is so limited and the time that would be required to prepare an adequate report would be so great that the Committee has felt it necessary to limit its recommendations to the fewest possible practical suggestions. Furthermore the Training Section is charged with the study of the problem and with the preparation of recommendations for a long time program. It is also realized that the establishment of any definite program will so be studied and planned by the Washington Office that any recommendations made by this Committee will receive only casual consideration unless the recommendations are concise and practical. Until the Washington Office has sent out definite instructions covering apprenticeship training such training will necessarily originate in the field, be sporadic, and in few cases uniform either from point of view or approach.

The Committee recognizes the need for sound practical training of the Rural Rehabilitation Supervisory staff particularly since the salaries paid are inadequate to attract applicants who are thoroughly qualified to do the job. In the consideration of training for rural supervisory staff, the Committee offers recommendations for pre-entry training, apprenticeship training, and continued supervisory training. By pre-entry the committee refers to training prior to official appointment; apprenticeship is considered to mean training of the beginner under the tutelage and direction of an established R. R. Supervisor; by continued supervisory training the committee refers to those other activities which an R. R. Supervisor or an Assistant might profitably engage in for the purpose of improving his skills, techniques, and knowledges about his job so that he may take on greater responsibilities and better handle his job. With these considerations in mind, the Committee on apprenticeship training submits the following recommendations:

- I The Personnel Adviser should pursue a vigorous and timely policy of recruiting the best available material for Assistant R. R. supervisory positions.
- II The following appear to be the most likely sources of recruiting for such personnel:
  - 1. Agriculture Extension Service.
  - 2. State Colleges of Agriculture.
  - 3. High school teachers of Vocational Agriculture and Home Economic
  - 4. Other State and Federal Agricultural agencies.
  - 5. Commercial Agriculture agencies.
- III From this list of sources it appears that pre-entry training is possible only with undergraduate students in agricultural colleges.
  - A. In some states it has been possible to make arrangements with agricultural colleges for limited groups of seniors to take laboratory courses for college credit in FSA practices and procedures, spending designated hours or days working with and under the supervision of the RR Supervisor in the local county office, in addition to following reading and lecture courses under college faculty supervision.



- B. The Committee recommends that steps be taken to promote similar cooperative training courses in all state agricultural colleges.
  - C. It is further recommended that colleges of agriculture be encouraged to include in their curricula courses presenting the problems and mechanics of Rural Rehabilitation.
- IV Apprenticeship training: It is recommended that a number of college juniors be offered summer employment as apprentices. It would appear that these apprentices would receive a salary less than that ordinarily paid Assistant supervisors. It may also be possible to provide part time employment for these apprentices on a WAE basis during their senior year. This device would offer a means of retaining them on formal appointment and of insuring their continued interest. It would seem that approximately the same training would be given to apprentices and to new Assistant Supervisors.
- V In view of the fact that it does not appear practicable to establish vestibule training schools in state or regional offices, it would seem desirable to delegate apprenticeship training responsibilities to selected RR supervisors who are especially qualified for this type of work. The supervisor selected for this work should be chosen not only for his knowledge of the program and ability to carry on an effective program but also for his inherent ability to impart information and to inspire the new worker with an interest in the program and with a desire to succeed. It is apparent that the Training Supervisors should be given the advantage of a 1 or 2 week training school similar to that held for the Administrative supervisor but dealing with training methods rather than with procedural subject matter. In this way some uniformity in point of view, subject matter to be presented, and training methods would be achieved.
- VI The Committee is of the opinion that the RR supervisors carrying apprenticeship training should:
1. Introduction to Job: Immediately upon appearance of a new man in the office, discuss with him the policies and objectives of FSA, pointing out the place of the county unit in carrying on the program and the division of work within the county unit.
  2. Reading basic Procedure: In accordance with a pre-determined outline, assign basic procedure orders, one at a time, for study. It is suggested that the supervisors make sure that the trainee is master of one procedure before he proceeds to the next.
  3. Review of Selected Client File: In view of seasonal nature of work in a county office, a new assistant supervisor would need to work through the entire cycle of a year to become acquainted with the complete operations of the office; consequently, a review of several selected client files would be a most expedient method of presenting a complete cycle of operations. It is suggested that the RR supervisor discuss the entire case from the application





through the current status of the file; pointing out the functions of each form and the relationship of the forms to one another as they reflect the actual handling of the case. After 2 or 3 cases have been explained by the supervisor, the trainee should be given numerous files representing various types of cases for careful study.

4. Mastery of office work: In assigning specific office tasks, care should be taken in explaining not only how the task is to be done, but also its relationship to the work as a whole. Particular attention should be given to contacts with clients and other office visitors.
5. Mastery of field work: The new assistant supervisor should be given sufficient opportunity to observe farm and home visits of all types before being sent to the field alone.
6. Official contacts: The supervisor should give the assistant every opportunity to accompany him in making official contacts with county advisory committees, county agent, merchants, bankers, other federal agencies, etc.

VII The Committee recommends that the new Assistant R. R. Supervisors spend 6 weeks in the training center and preferably 3 months if possible. Obviously the apprentice should spend the entire summer vacation in the training center. Once the Assistant Supervisor is assigned a regular position, it is realized his training period will be continued through a minimum of at least 1 year in order that he may become acquainted with all seasonal activities of the program.

Obviously, this type of apprenticeship training should be under a central control, whether by States or by the Regions. Furthermore, some type of test or measuring device should be developed to appraise the results of such training.

VIII It is urged that District R. R. Supervisors be instructed to make certain that RR Supervisors give their Assistants every opportunity to participate in the administrative as well as in the procedural part of the work in order to insure a well rounded and rapid development.

IX The Committee feels that once the new supervisor has completed his work at the Training Center, every opportunity of attending conferences, of being included in discussions when the District RR Supervisors visit the office, of reading and discussing new procedure materials, etc., should be afforded. It should be emphasized that the District RR Supervisors are essentially training officers and that they should be given a major part in any type of apprenticeship training adopted.



REPORT OF THE  
COMMITTEE ON IN-SERVICE TRAINING FOR REGIONAL OFFICE  
SUPERVISORS AND CLERKS, AND POST-ENTRY EDUCATION OF ALL EMPLOYEES  
Yetter, Chairman; Lightfoot; Tisdale; D. P. Stephens; Harris, Secretary

QUESTIONS WITHIN JURISDICTION

1. What are desirable formal in-service courses for Regional office supervisors and clerks?
2. What are opportunities and needs for post-entry education in outside institutions?
3. How can a well-arranged program of vestibule training be developed in the regional offices?

DEFINITIONS

(These definitions are intended only for this Committee's report, and should be considered in that light).

IN-SERVICE TRAINING roughly can be defined as training, usually within office hours, which is intended directly to improve the efficiency of the employee on the job, or for assignment to a new job.

POST-ENTRY education can be any type of formal training which may or may not be directly related to the efficiency of the employee on his job, and is taken outside office hours. This type of training is that usually taken for the individual's own advancement.

VESTIBULE TRAINING is all training offered in connection with induction into the job, including orientation and specific skills and knowledges required in the job, for which there has been no opportunity for pre-entry training.

The Committee recommends attention be given to the social sciences, social philosophy and attitudes in In-service training, Post-entry Education, and Vestibule training for all employees.

The Committee recommends that no attempt should be made to organize courses where adequate educational opportunities are provided by outside institutions at reasonable costs. If, however, a real need exists for training in Agriculture, Farm Management, Rural Sociology, Agricultural Economics, American Government or specialized instruction in Farm Security Administration's problems and objectives and other courses, such opportunities should be provided in the Regional Offices and competent instructors obtained.

RECOMMENDATIONS FOR IN-SERVICE TRAINING FOR  
SUPERVISORS IN REGIONAL OFFICES.

The Committee recommends that previous to each rating date instruction be given in the rating procedure to all regional rating officers; that after the rating results have been announced to the employees, the Board of Review should instruct rating officers to explain to the individual





rated, his rating for the purpose of improving his work; that the Board of Review instruct rating officers that they should give attention to training needs while studying and making the ratings for which they are responsible and notify the Board of Review of their recommendations for training either for individual employees or groups of employees.

The Committee recommends that a short course be instituted for all employees in a supervisory capacity, which may be attended by clerks if arrangements can be made, covering Employee Relationships and Conditions of Government Employment, for the purpose of providing such supervisors with a sufficiently clear understanding to inform all employees under their supervision upon such matters as:

- A. What is the relationship between the Administration and the employee.
- B. Department of Agriculture Regulations pertaining to personnel, conduct, compensation, leave, types of appointments, appeals, employee organizations and activities and policies.

The Committee recommends that a course dealing in Farm Security Administration history, functions and objectives, procedure and technical details, with several Regional Office officials in charge of the instruction periods, be instituted.

The Committee recommends that a course in writing and dictating effective Government letters be instituted in all Regional offices for persons originating and preparing correspondence.

The Committee recommends that a systematic course in HUMAN RELATIONS IN EMPLOYMENT be instituted in Regional Offices where a qualified instructor can be obtained.

The Committee recommends that instruction in Conference Leadership technique be developed for training purposes.

#### RECOMMENDATIONS FOR COURSES FOR REGIONAL OFFICE CLERKS

The Committee recommends that courses in office skills, in the nature of drill exercises, be made available in every Regional office.

#### POST-ENTRY EDUCATION OF EMPLOYEES

The Committee recommends that the opportunities available for vocational and cultural advancement be called to the attention of all employees, and that this be recognized as a responsibility of the Personnel Adviser.

The Committee recommends that special courses, Extension courses, evening classes, correspondence courses, and other instruction be developed in



cooperation with existing outside agencies; for example, training in Agriculture, Social Attitudes, Sociology, Psychology, Languages, Literature, etc.

#### VESTIBULE TRAINING

1. The Committee recommends that the Personnel Advisor should encourage and assist supervisors in the establishment of well organized vestibule training.
2. The Committee recommends that an Employee's Handbook for orientation purposes should be developed in each Region. Information furnished in the Employee's Handbook should be enlarged upon by sufficient interviews or meetings to effect thorough orientation.





## THE PRINCIPLES OF CONFERENCE PLANNING FOR TRAINING PURPOSES.

(Address by Paul V. Maris, Director of Tenant Purchase Division, before the Annual Conference of Personnel Advisers, Farm Security Administration, October 12, 1938.)

I welcome the opportunity to discuss this particular subject before this particular group. The reason is that I think that conferences in the Farm Security Administration can be made to contribute much more to the training of personnel and to the general welfare of the organization in the future than they have in the past. This group is in a position to help materially in realizing these potentialities.

By way of introduction, it appears desirable to consider two things: first, kinds of personnel training needed in an organization like ours, and, second, various educational methods that may be applied in providing this training. In this way we can establish the place of conferences in the total field of personnel training.

In this connection I am reminded of the tactics resorted to by professors in introducing their respective courses on economics, sociology, psychology, etc. Each professor undertakes to establish the relative importance of his branch of human science to all others, and when he finishes he has almost invariably worked it at least well up to a position of top-rank. In all frankness, that is precisely what I intend to attempt with respect to conferences so that by the time I conclude my introductory statement they will rest securely on the top rung of the educational ladder.

I am indebted to none other than Mr. W. B. Stephens for a classification of training needs in an organization. Mr. Stephens contributed this classification for the benefit of the Administrator's Committee on Personnel Training when it started its work in April of this year. The satisfaction which ordinarily comes to the author of an idea from having it adopted by someone else and re-presented months later may, in this case, be sadly marred by the violence which I shall do to the idea. But Mr. Stephens is here and able to defend himself. So I present herewith my version of his outline of four general types of personnel training:

### 1. In-Service Training:

- a. Vestibule training; that is, training given to individuals at the time of induction into service.
- b. Training for greater efficiency on the job. \*(The greatest need within FSA and the greatest opportunity for educational service probably lies in this field.)
- c. Training for promotion or transfer in service.
- d. Orientation training; that is, training designed to give

\*The parenthetical statement is the author's.



employees a general understanding of the background, history, and broad objectives of the organization, the manner in which the various Divisions contribute toward the accomplishment of these objectives, relationships with other agencies, and so forth.

2. Training for the Educational and Cultural Advancement of the Individual.

The courses given in the graduate school of the Department of Agriculture, such as the series of lectures on Democracy, the series on Health, the series on Psychology, etc., are cited as examples. The needs of staff members in Washington are well cared for in this field, but there may be some lack of opportunities for this type of education for members of the field staff.

3. Liaison Relations with Established Educational Institutions: for the purpose of arranging for vocational training designed to prepare personnel for service in various Divisions of the Farm Security Administration.

4. Health and Safety Education.

Over against the training needs in an organization, I wish to list a number of established educational methods, as follows:

1. Formal education in schools and colleges.
2. Summer sessions or short courses usually offered on college campuses.
3. Correspondence courses.
4. Conferences and meetings of various types incorporating group discussion principle.
5. Visual instruction by means of charts, graphs, photographs, etc.
6. Radio instruction.
7. Reference and circulating libraries.
8. House organs.
9. Circular letters.
10. Administrative contacts.

The above list of educational methods readily fall into two classes; first, somewhat formal educational methods that are not incident to every-day relationships within an organization; second, those things such as administrative contacts, correspondence, circular letters, house organs, etc., which are incidents of routine administration. I am attempting no comparison of the relative importance of these two types, but within the more formal group, conferences incorporating the group discussion principle offer the greatest promise in the matter of training of our far-flung staff of farm and home supervisors and district supervisors, for the following obvious reasons:





1. Our staff members are too busy and, in general, without the financial resources required for the pursuit of advanced academic degrees.
2. It is not even practical for them to be relieved from duty long enough to participate in short courses of several weeks' duration. Furthermore, there is the very practical point that there is, in general, an absence of the kind of instruction available in short courses that our people need.
3. When one takes into account the demands upon the time and energy of our field personnel, it is apparent that correspondence courses are not likely to be very extensively utilized.
4. As to reference libraries or circulating libraries, I am convinced that a survey would reveal the fact that their influence is virtually negligible. A busy rural supervisor may have a small collection of useful books and bulletins in his office but they are probably more prized because of the reassuring consciousness that they are within reach and available in an extremity than they are because of what is actually made use of that is between their covers.

Conferences properly planned and conducted should afford an opportunity for clarifying policies, objectives, defining relationships, (internal and external,) working out procedures, imparting information, exchanging ideas, improving morale, and getting people who work together better acquainted with each other.

If, by process of elimination and perhaps rationalization, we have now established conferences in their true place in the sun with respect to personnel training in our organization, it is now time to discuss Principles of Conference Planning. (I throw in parenthetically here the statement that I am considering primarily our technical field forces and not our clerical and service division personnel. Their training problem is important and merits discussion by some one better informed in that field than I am.)

#### 1. The Conference Should be Planned.

The first principle of conference planning which I wish to lay down is that "the conference should be planned." That sounds trite and redundant, yet I think there is no point on which our conference technique is more deficient than on this point of thorough and effective planning. So we need to go a step or two beyond the categorical statement that "conferences should be planned," and consider what enters into the process of conference planning.

Certainly planning is the most difficult as well as the most frequently slighted matter incident to any given conference. It requires insight into problems, knowledge of the weak spots in the organization, imagination, applied psychology and probably several other things in this general category that are always scarce and high-priced on the market.



I have had friends greet me with, "This must be a very busy week for you," while some conference has been in progress. In reality the maker of the statement is in error. The busy time, at least the time calling for an expenditure of creative effort, came before the conference week itself. Then the decision was made as to what the theme of the particular conference should be. At this point the factor of insight was called into play. An awareness of the situation was required, both as regards external factors bearing on the program and the internal affairs of the organization.

The conference theme ought to be one that will make it possible to get at the vital questions of the moment. Therefore, the careful conference planner will ponder this matter. He will confer about it. He will doubtless write down several statements in an effort to find one that will appeal to the imagination of the staff and drive home the idea of what the conference is all about. After deciding the theme, he should break it down into its many parts or sub-divisions. He should see that reference material, in the form of official orders and instructions, pertinent statistical data, and other literature, is assembled and ready for use. He should study the names of those who are to attend with several thoughts in mind, among them getting the right individuals to present certain ideas, seeing that as nearly as possible that every one has some part in the conference. That has more to do than one might think with the attitude in which persons enter into a conference, and the attitude in which they leave a conference. The planner should carefully consider many features of conference minutia, which I shall discuss later after setting forth what appear to be the fundamental principles involved.

2. The second principle which I wish to elaborate is suggested by the question, "Who should plan the conference?"

My answer to this question may be disappointing to the Personnel Advisers here assembled, because I do not believe that you should be the primary conference planners. I believe that the man in the driver's seat should be the conference planner. By that I mean the man who is administratively responsible for the particular group that is to confer. If he is a good driver he knows better than any one else what his destination is and the best route to travel. He knows the obstacles along the way. He knows how much power the machine has and how much fuel is available. Since this matter of placing responsibility for conference planning is of considerable importance, it might be well to cast aside figures of speech and be explicit about the application of the principle in our own organization. Let us assume, for example, that the farm and home supervisors in a given state are to be called together for an annual four or five-day conference at the State College of Agriculture. Who occupies the driver's seat in this





situation, and who should be the chief conference planner? While there may be exceptions, it is my belief that, in general, it should be the State Director. One could build up very logical arguments for designating the Assistant Regional Director in Charge of Rehabilitation, or he could go a step higher and advance logical reasons why the Regional Director should plan the annual state conference. When I propose the State Director I do so on the assumption that his conference planning functions shall be exercised in complete understanding and accord with his superior officers. On the other hand, he certainly will not do his conference planning without the aid and help of the members of his own staff. He, therefore, acts as the focal point of influences from the executive offices and from the firing line.

I wish to elaborate even further upon this point. There must be a head to every organization. We are talking by way of illustration about a state conference of rehabilitation workers. The Director of that Division in Washington is the head of that activity. To be sure he is responsible to the Administrator of the Farm Security Administration, and the Administrator in turn is responsible to the Secretary of Agriculture. But it is to be expected that the Director of the Rehabilitation Division is conscious at all times of the state of rehabilitation affairs in a nation-wide way. He knows that at certain times certain things need to be stressed. Should forty-eight state conferences be held without his direct or indirect contribution? The answer of course is obvious. In a similar manner, the Administrator's personal representative, the Regional Director, is conscious of the needs within his branch of the organization at a given time. So the State Director, realizing that his Regional Director and Assistant Regional Director in Charge of Rehabilitation are properly in touch with the national officials, submits his conference plan for consideration and review. The result is then a joint result, but responsibility is none the less fixed. I do not want to over-emphasize the administrative aspect of the situation. Conferences are presumably held for the good of the entire service, and it is quite probable that one can go to "the grass roots" as profitably as to the "brass hats" for information and suggestions.

3. Still seeking to deal with principles, we come to the third one, "What is the cardinal principle underlying conference planning?"

I venture the assertion that it is to prepare a program that will result in bringing out in the completest manner possible the questions, views and judgment of the various individuals and groups that are working toward a common end within an organization. Participation by conference members is the watch word. Not speeches by a few. This philosophy is predicated upon what I understand to be an educational axiom, that people



learn best by expressing themselves. It is predicated further upon the proposition that all knowledge does not spring from above. In a young organization like ours we are constantly learning by doing, and the process may be most rapid where we have our closest contact with the people we serve.

I have tuned in on the hotel lobby conversations of some of our conference participants at the end of conference sessions, and detected a strong feeling among supervisors that they have had little chance to tell their stories or express their views. The cardinal principle which I am seeking to emphasize had been violated and I believe unfortunately so.

#### Application of Conference Planning Principles.

Some discussion of application of the foregoing principles seems to be in order.

The type of conference that seems to square best with these principles is the so-called committee conference. It has wide adaptation, but a state conference such as we are discussing by way of illustration may well be held on the campus of a Land Grant College. It may be combined on about a fifty-fifty basis with subject matter instruction offered by college specialists. A sixty-forty division of time with committee activities taking the long end of the allotment is perhaps a more desirable arrangement. Administrative, inspirational and recreational features can be worked in to round out such conferences, but they consist essentially of the two parts which I have mentioned; viz., committee work and subject matter instruction. I believe that such conferences can to advantage be emphasized in our organization at least for two or three years to come, and if it develops that they have served their purpose by that time we can make such modifications as desired. I wish to discuss some features of planning such a conference, and particularly the committee work and discussion phases of them.

The subject matter contribution by the Colleges of Agriculture and Home Economics should not be minimized. The value of this phase of the conference is contingent largely upon our own ability to give the institutions advance notice of the particular kind of information our personnel needs. They have shown their willingness to provide it.

What I said earlier with respect to the importance of planning has special application to the committee type of conference. Conference personnel should be divided into such a number of committees as will result in satisfactory size groups for discussion. From a half-dozen up to a dozen or fifteen can do good committee work.





A conference of a hundred persons might advantageously have nine or ten committees. A conference of two hundred, fifteen or twenty committees. Each committee should be assigned a subject that is vital and each committee should be given a list of questions to guide its discussions. The questions should also be vital. No more fatal mistake can be made than to assume that a committee will work out its own list of questions and then discuss them. Conference planners will find it very difficult to think through the conference topics themselves or to get their associates to do so in such a way as to go to the heart of problems that ought to be discussed. It is, however, a "must" requirement if maximum results are to be attained.

Conference committees should discuss questions and problems in the light of existing practices or policies. Pertinent official literature and factual data should, therefore, be available for reference. At times, this may be charted or reduced to graphic form. The aim of committee discussion is to find a better way, a sounder policy. It is not discussion for discussion's sake.

A conference planning group headed by the appropriate leader needs to go over in advance of the conference, the same steps which the conferees later will take. In this way, specialists are prepared for the task of aiding particular conference committees. In fact a specialist should serve each committee in a secretariate capacity. He should not be chairman. He should seek to elaborate questions, explain policies and state issues, but not dominate decisions.

I am attaching to this manuscript, because it is readily available, a list of fifteen topics assigned to committees at the Oklahoma State Conference in 1937. I also attach a list of the conference questions assigned to these committees. I desire also to refer to the excellent questions assigned to ten committees at the Miami conference attended by representatives of Regions V and VI in August of this year.

Staff members should be assigned to respective committees as far as possible on the basis of their interest and ability to make contributions. Each conference group should have a chairman able to stimulate and guide discussion and to write or dictate, alone or with the aid of the secretary, the committee report in such a manner as to truly reflect the views and sentiments of the committee.

Such a conference as I am describing should be a four or five day event. I am attaching a specimen copy of a condensed conference schedule, showing an appropriate division of time. It will be noted that the first half-day is devoted to introductions, appropriate "key noting" statements by administrative officials, and perhaps statements by representatives of cooperating agencies.



This opening session should be concluded with appropriate instructions to committees, announcements, etc. The afternoons of the first three days are devoted to committee work. The mornings of the second, third, fourth and part of the fifth days may be devoted to the instruction offered by members of the college staff. By the afternoon of the fourth day all committees should be ready to bring typewritten reports before the general session for presentation and discussion. Very much depends upon the leader of the general session. He should be adept at bringing out discussion at the proper time and curtailing it at others. One evening can advantageously be utilized for a banquet; another evening can be utilized for a social mixer.

### Conference Minutia

There are a number of small things about conference planning and conference leadership that have a large bearing upon the degree of success. Time, of course, is one factor. The appropriate season of the year, proper synchronization with other conferences, the number of days and conference hours are all important. It is quite customary for a staff to want a short conference, but to suggest so many features for the agenda that the conference cannot be consummated in a short space of time.

Place of meeting and accommodations of all kinds are important. It is certainly well to hold conferences where rooms of the right size are available for the various conference groups.

Clerical help presents a problem in connection with the committee type of conference. There should be enough stenographers to serve committees and get their reports typewritten. Usually one stenographer per committee will be required. If the general topics are well chosen and appropriate questions raised, the conference reports are worth recording and distributing. They are likely to receive more attention than the mill run of literature because all who have helped to create them will be interested in them.

Working sessions should be appropriately interspersed with recesses. There is a tendency toward long day-time sessions, followed by sessions extending far into the night. Such practices are probably not compatible with getting the most out of conferences.

"Breaking the ice" is frequently a conference problem, and group singing led by a good leader is usually the best "ice breaker."

The banquet serves a real purpose in affording an appropriate occasion for bringing to the conference group outsiders who can make contributions of value.





The social mixer should not be left to take care of itself. It requires planning and should not be treated as a thing of secondary importance, and the object should be real honest-to-goodness fun and relaxation.

How to recognize representatives of various cooperating agencies without over freighting a conference program with outside speakers is a very practical problem. It is important to guard against provincialism and circumscribed vision. It is necessary to have a working knowledge of certain related programs. On the other hand, if a representative of each of the many cooperating agencies appear upon the program for an address, an excessive amount of precious time is consumed and it is doubtful if the purpose sought is very well served. I am aware of no rule which covers the situation. The opening session, the banquet and the social mixer all offer occasions for appropriate recognition of colleagues in related fields.

#### Responsibility of Personnel Advisers

The suggestion that personnel advisers should not carry major responsibility for conference planning by no means eliminates them from all conference responsibility. Personnel Divisions are charged with special responsibility with respect to personnel training. You are recognized as technicians in this field. It is assumed that you are informed in the principles and techniques of conference planning and directing, as well as in other phases of education. This should manifest itself in such a way that conference planners will naturally turn to Personnel Advisers for help. Personnel Advisers, it seems to me, can build up files of conference plans and programs and also files of conference reports. Administrative officials should be able to turn to the Personnel officers for various kinds of conference material, lists of questions, etc. It is not assumed that material used at one conference can be used without modification for another, but it should be helpful.

Conference reports should not go unnoticed or unanalyzed. A conference in Mississippi or Iowa may make recommendations or declarations of general interest. They may merit administrative consideration. I am inclined to think that we have not fully perfected our system of analyzing and digesting conference material. The Personnel Divisions might at least share this function with Operating Divisions.

I do not wish to magnify the responsibility of Personnel officers merely because I am addressing a Personnel group. I believe, however, that the duties that I have suggested are important. There are no doubt others that will occur to you.



While I have used an annual state conference of farm and home supervisors for illustrative purposes, there are, of course, many kinds of conferences. Under the date of September 22, Mr. Baldwin transmitted to Regional Directors an outline prepared by H. H. Gordon, Assistant Director of the Rural Rehabilitation Division, and reviewed and endorsed by the Administrator's Committee on Personnel Training. It bears the title, "Suggestions for Training Field Personnel of the Farm Security Administration." It proposes an integrated series of district, state and regional conferences and incorporates other important training features. This outline should be kept on top of the desks of administrative officers and personnel officers. It should be a sort of working blue-print plan by which we will be guided for some time to come. In relation to what I have presented, it is the broader, more inclusive plan in skeletonized form. The principles of conference planning and conference leadership which I have discussed will, it is hoped, have certain application to the various kinds of conferences and meetings which we will have occasion to hold as we move forward with our broad program of training field personnel.





SPECIMEN COPY OF CONDENSED SCHEDULE OF  
FIVE-DAY CONFERENCE STRESSING COMMITTEE  
WORK AND SUBJECT MATTER INSTRUCTION

	Morning Session	Noon Recess	Afternoon Session	Evening Events
First Day	Opening Session Introductions, Administrative Addresses, Instructions to Committees		Committee Work	
Second Day	Lectures and Demonstrations by College Faculty		Committee Work By end of this session Chairmen should be ready to prepare reports.	Social Mixer
Third Day	Lectures and Demonstrations by Faculty Continued		Committee Reconvened to Consider and Revise Report prepared by Chairman and Secretary	Banquet Distinguished Guests
Fourth Day	Lectures and Demonstrations by Faculty Continued		Presentation and Discussion of Committee Reports in General Assembly	
Fifth Day	Instructional Work continued to 10 A. M. 10 - 12:30 A. M. - Continuation of Committee Reports in General Assembly Adjourn if reports are all presented.		Conclude general session if not possible in morning.	



LIST OF COMMITTEES - OKLAHOMA RR CONFERENCE

Aug. 31, Sept. 1-3, 1937.

1. Case Load
2. Developing and Supervising Farm and Home Plans
3. Fiscal and Legal Problems - Controlled Bank Accounts, Collections, Foreclosures, Repossessions
4. Office Methods and Management
5. Cooperative Relations with Other Agencies
6. Farm Debt Adjustment
7. Community and Cooperative Services
8. Sources of Income
9. The Poultry Enterprise
10. The Dairy Enterprise
11. Meat Animals
12. The Home Garden
13. Conservation and Preservation of Foods
14. Household Furniture and Equipment
15. Improved Lease Agreements





LIST OF QUESTIONS TO BE SUPPLEMENTED AND  
ANSWERED BY THE RURAL REHABILITATION  
PERSONNEL WHILE IN CONFERENCE AT A. & M.  
COLLEGE, STILLWATER, OKLAHOMA, AUGUST 31,  
SEPTEMBER 1, 2 - 3, 1937

CASE LOAD

1. What constitutes an efficient Rural Rehabilitation personnel unit of operation? Is it one farm supervisor, one home supervisor and one clerk-stenographer, or should there be an assistant RR supervisor and a second clerk-stenographer to properly balance the staff?
2. Make a complete list of all the jobs performed by a farm supervisor; by a home supervisor.
3. Is it feasible for one home supervisor to cover the territory of two farm supervisors? What are the advantages and disadvantages of such an arrangement?
4. How far should the home supervisor go in assisting with the fiscal and legal transactions such as securing chattel mortgages and delivering checks, supervising farm practices, extending or foreclosing loans?
5. What is the maximum case load, expressed in terms of standard rehabilitation clients, that can be properly supervised by one unit of RR workers? Under what circumstances can a unit of county workers carry more than the average maximum case load? Under what circumstances can they carry less than the average maximum case load?
6. In expressing case load in terms of standard RR clients or their equivalent, how many grant clients (measured in terms of demands on the supervisors) equal one standard client? How many emergency clients? How can we express in terms of case load the time required to accomplish repossession and sale of chattels? How are we to measure and express the time required to "cull out" a case and get it off the rolls? Let us have from the committee a clear statement of equivalents that can be used in a practical way in determining case load for county supervisors.
7. In the loaning period just ahead of us, how are we going to keep the case load within the limits of capacity of the present staff of supervisors to do a good job? Should we do some culling of our present case load? If so, when? and in what manner? Should we take on some new clients? Are present standard RR clients properly equipped to do a good job of farming or do they need the supplemental loans with four or five years to repay?
8. Exactly what use are we now making of our county advisory committees? How can they help us with the job of culling the present case load? In securing the right kind of new clients? Are we in as secure a position when we accept clients on the basis of information gained from informed individuals as we are when we are in position to state that we have selected our clients with the advice and assistance of county advisory committees?



## COOPERATIVE RELATIONS WITH OTHER AGENCIES

### EXTENSION SERVICE

Read Administration Order 65 approved June 7, 1935. Does the statement of what is in the field of Extension and what is in the field of Rehabilitation as set forth in that memorandum still hold good? In what respects is the memorandum out of date? In what respects is it still applicable?

Are we working as closely as we should with the Extension Service from the standpoint of selecting personnel? From the subject matter standpoint? Determining eligibility of applicants? Are there advantages or disadvantages in officing together or close together? Do Extension workers have time to do case work with our clients? Can Extension Service do more for our clients in group work and demonstrations than they are now doing?

Is a mutual agreement between the Resettlement Administration and the Extension Service for the interchange of employees advisable?

### VOCATIONAL EDUCATION

The chairman will be given a copy of the Memorandum of Understanding developed with vocational education people in 1935. To what extent does this define a working relation that will hold good today?

Can we definitely arrange this year to have a large number of our clients given instruction in evening classes by Smith-Hughes agricultural teachers and Smith-Hughes home economics teachers? What subjects can our clients be taught that will help them most?

### TRIPLE A

Do supervisors have copies of the Triple A pamphlet outlining the practices for which benefit payments will be made? Do they have blanks upon which to secure preliminary approval by county committees of approved practices for which benefit payments will be claimed? What per cent of our clients are getting Triple A benefit payments? Should more of our plans be so drawn as to make clients eligible for Triple A payments? Under what circumstances is it not feasible for clients to attempt to get Triple A benefit payments?





MAKING AND SUPERVISING FARM AND HOME MANAGEMENT PLANS

1. Based on 40 41 (latest revision) make a list of major points of consideration in determining eligibility of a family applying for an R loan.
2. List reasons why Farm and Home Plans should be made on the farm WITH the farmer and homemaker.
3. List points upon which a common understanding must be reached by the Rural and Home Supervisor before attempting to make each Farm and Home Management Plan.
4. In many cases, Farm and Home Plans have neither been valued nor used by farm families as a basis for improving farm and home management practices. Give reasons for this situation and recommendations for improvement.
5. What standard of living for the family should be set up when making Farm and Home Plans? What factors determine the standard of living to be set up? Defend answer.
6. In previous years loans on Farm and Home Plans have not covered such items as essential clothing, household equipment and insurance. (Clothing has been provided largely through grants and surplus commodities. In other cases, loan funds have been diverted to provide these necessities.) In what ways can these diversions, needs for grants, and surplus commodities be reduced to a minimum?
7. In arriving at family living cost, should consumable goods produced on the farm be figured at prices for which such items would sell on the open market or at prices the family would have to pay for such items?
8. To what extent are the Farm and Home Supervisors responsible for seeing that feed, food and money crops are produced according to plans outlined on Forms RA-RR 14 and 36 and in compliance with terms of the loan agreement?
9. Assuming that a client has received his loan and the Supervisors are making their first farm and home visits, explain what should take place. Make an imaginary Form RA-RR 19 on this client.
10. How may Farm and Home Visit Reports, Form RA-RR 19, be used to aid in carrying out the Farm and Home Plans?
11. How often should farm visits be made?
12. Would the addition of the following information to the Farm and Home Plans be of value to the Home and Rural Supervisors?
  - (a) Including information on the Farm Plan from which to secure data to be entered on the mortgage;
  - (b) Listing on the Farm Plan the proposed income that will be released to carry on farm operations and including in the Farm Plan approval of such release of products;



Farm and Home Management Plans cont'd.

- (c) Map of farm showing location of fields, pasture and woodlands;
- (d) Classification of soils;
- (e) Inventory and description of water supply, buildings, location of roads and distance to market;
- (f) Including space for approval of the plan by the landlord instead of requiring a "landlord-tenant" form;
- (g) What procedure should be followed if conditions make it advisable to change the cropping plan?

GARDENING - PRODUCTION AND CONSERVATION  
OF THE FAMILY FOOD SUPPLY

1. Considering a Central Texas family of seven where a large variety of food can be grown the year around, show how you would plan a year around planting program that would supply adequate varieties and amounts of fresh food and enough to fill the canning and food storage budget.
2. Show how you would determine the size of garden plot to be fenced that would supply the food needs of the family of seven. Outline the vegetables that may be planted in unfenced patches. Under what conditions should this be done?
3. Assuming you have a homemaker who has a new cooker and sealer but is not familiar with using it. Give her specific directions as to method and the type containers to use to can tomatoes and English peas. What determines differences in methods used? Give your authority.
4. Why is it important to lead families to produce food in varieties and amounts according to food indicated on Garden Plan, RAF-401 and Canning and Food Storage Budget, RAF-217, rather than simply having a full pantry of food?
5. Many farm families neglect their gardens until all field crops have been planted and cultivated. Outline methods of approach in convincing the farm family of the importance of giving first consideration to the preparation, planting and cultivation of the garden.
6. Many tenant farms have no fenced garden plots. Under what conditions should a loan be made for garden fencing? What kind of agreement should be made with the landlord to dispose of fence at expiration of rental agreement?
7. Outline a plan for making the best possible use of containers, when the supply is limited, for filling a complete canning budget.
8. What factors determine the advisability of constructing a hot bed or cold frame on the average tenant farm. What is the most practicable method of furnishing heat?
9. Under what conditions should the use of commercial fertilizer on farm gardens be advocated?





### Gardening cont'd

10. Make a list of simple inexpensive methods of storing and conserving fresh food for winter use.
11. How should the Rural and Home Supervisors work together to lead Resettlement Administration borrowers into realizing more fully their responsibility for producing and conserving food needed for their families?
12. When, how, and in what amounts should barnyard fertilizer be applied to gardens in order to obtain maximum results?
13. Families being well fed depends largely on their being led to realize possibilities of year around production in various localities of the state. Many still believe a turnip patch is all that can be planted in the fall. What sources of information are available to field personnel from which to learn possibilities for year around production?

### PRODUCTION AND STORAGE OF FEED FOR SUBSISTENCE LIVESTOCK

1. Assuming that a farmer at the time his Farm and Home Plan is made has 4 mules, 2 milk cows, with calves, a brood sow with 6 pigs and a flock of 50 hens, plan for him a feed program that will provide 12 months feed supply, (Give acreage and how it is arrived at). Tell how this feed can be stored, if present storage space is very limited. Let your answer apply to two different localities in the State, West Texas and Central Texas. Prepare same information for a farmer in East Texas with 1 mule, 1 cow, 1 hog and 25 hens.
2. Should clients be permitted to sell feed? If so, under what conditions? What length supply should be kept on hand? Should it be marketed through livestock or sold in open market?
3. Under what conditions would you loan funds to a renter to provide storage space for food?

### AIDING THE CLIENT IN PURCHASING CHATTELS

1. How far should Supervisors go in aiding clients in purchasing chattels?
2. Outline a procedure that would afford proper protection for clients when purchasing chattels.
3. Should the client be permitted to purchase "off brand" bargains or should he be taught to purchase goods of standard make? Why?
4. Is it advisable to purchase the minimum requirements of chattels or to purchase adequate supplies? What factors should determine the amount purchased?



### FARM AND HOME RECORD KEEPING

1. Why should farm families keep records?
2. Should all farm families be required to keep the same kind of records?
3. Assuming that the husband and wife are illiterate, what can be done toward record keeping?
4. The Home Supervisor delivers a Farm Record Book to a family that has never kept records. Explain her approach in getting this family started in record keeping.
5. Record Books have been mailed or handed to clients with no explanation or instructions. They have been mailed or handed out with letter of instructions. They have been delivered in person by Rural or Home Supervisor who took time to explain when, where and how to make entries - they then did follow up work upon each subsequent visit. Which plan is preferable? Why?

### THE DAIRY ENTERPRISE

1. How much milk is required for a family of 7, consisting of children of ages 3, 7, 10, 12, and 16, and parents? How many cows of average production are needed to supply the family with milk?
2. Assuming that a family has two cows, when should they freshen in order to provide a continuous milk supply? To what extent does the responsibility as to when the cows freshen rest upon the Rural and Home Supervisors?
3. Should a family ever be accepted for rehabilitation whose loan will not permit funds for purchasing a milk cow?
4. What factors should determine whether or not dairy cows are used as a source for supplemental income? How would the number of cows per family be determined?
5. What volume of production is necessary to warrant the purchase of a cream separator?
6. What simple inexpensive milk cooling system can be devised for the average Rehabilitation farm family?
7. Make a table showing the provision for green pasture or its substitute for spring, summer and winter grazing for 2 dairy cows for East, West, Central and South Texas.
8. Can a commercial Dairyman qualify for an RA loan?





### MEAT FOR THE FARM FAMILY

1. Plan a two year pork and lard production program for a family of 7 who will have a 450 pound calf to can each year.
2. Should each farmer keep a brood sow? Why?
3. What age beef is best for canning? Why?
4. At what season of the year should meat be canned? Give reason.
5. How many 200 pound hogs are necessary to produce for a family of 5, sufficient meat and lard?
6. Under what conditions should a client be encouraged to raise hogs as supplemental income?
7. Should meat animals for home consumption be shown on the mortgage? Why?
8. What can be done toward aiding tenant farmers in providing hog pasture?

### LEASE AGREEMENTS

1. What can the Rural Supervisor do toward improving the condition that is responsible for the evils of a one-year Farm Tenant Agreement?
2. Under what circumstances can the Rural Supervisor advise a client to make improvements such as terrace the farm, repair poultry house, hog pasture, barns, etc., for the use of pasture or woodland?
3. Should Supervisors encourage tenants to make improvements such as poultry houses, barn room, hog pastures, terracing land, making a trench silo, and planting a fall garden, when the tenant has only a one-year contract?
4. How can the landlord be assured that the client, with whom we have insisted he make a three to five year contract, will be financed for a longer time than the current year?
5. What are the reasons which might be suggested for a signed lease or rental contract? Does the public have an interest in the relationships and arrangements which exist between a landlord and a tenant? Why? Are there sufficient reasons to justify the passage of a state law requiring that in each case there be a signed lease and that such lease be a matter of record?
6. Assuming that security of tenure is the basic need, can this be secured more effectively through attempting to secure the general adoption of a "long-time" lease or through a one-year lease which is automatically renewable from year to year unless one party gives written notice 60 or 90 days prior to the expiration of the lease?
7. What are the essentials of a good lease? Is it possible to develop a practical basis upon which the rate of rent, the respective shares of crops, or the division of returns will be made equitably as between landlord and tenant?



## Lease Agreements cont'd

Is it sound and equitable to base the division of returns upon the respective contributions of landlord and tenant to the farm and its operation? Can this be applied in general practice? What provision should be made for production of the living by the tenant and his family? Can the landlord afford to provide rent-free adequate land for garden, truck crops, orchard, cow pasture, feed for subsistence livestock, etc.? Is he justified in requiring that the tenant use such land for the purposes indicated? What provisions should a lease contain with reference to the cropping system, the conservation of soil, the improvement of crops and livestock, etc.? What should be the arrangement for making temporary and permanent improvements upon the farm? Should there be a definite system by which the tenant will be compensated for certain improvements if he does not remain on the farm to receive full benefits of these? What safeguards can be provided for the landlord against destruction of property and deterioration of the farm through the tenant's neglect or misuse? What provisions should the contract contain with reference to termination of the lease by either party? What recourse should the landlord have if the tenant neglects to properly cultivate or harvest crops at the proper time?

8. What should be the form and terminology of the contract from the standpoint of simplicity? Should both parties have copy of the contract? In the case of RR clients should the Resettlement Administration have copy of the contract as a part of the loan file? Should the contract be recorded?
9. What steps can be taken to improve the general understandings and relationships between landlords and tenants generally? Would it be helpful to establish by legislation or otherwise a county conciliation landlord-tenant adjudication committee which would have legal standing and would adjudicate questions and differences between landlords and tenants? Could this be added to the functions of the county FDA committee?
10. What are some of the most common abuses and injustices in connection with farm leases and farm tenure? Would there be value in giving special publicity to outstanding examples of congenial and mutually beneficial systems of leasing which exist as a means of offsetting the unfavorable impression created by the practices of unscrupulous landlords and unstable tenants? To what extent is the "bonus" or "privilege rent" practiced in your county? What justification is there for this practice? To what extent and by what methods can tenants be influenced to take more interest in the care of rented farms?

## CASH CROPS AND SOURCES OF SUPPLEMENTAL INCOME

1. How can the Rural and Home Supervisor aid the client in choosing a new source for supplemental income?
2. How should the number of acres to be planted in cash crops be determined?
3. Should the client be encouraged to experiment with new crops? Why?
4. Should clients be permitted to hold cash crops in expectation of market advances? Why?
5. How would availability of market influence the selection of cash crops or new source of supplemental income?





### Supplemental Income cont'd

6. What factors should determine the kind of cash crop selected?
7. List and discuss advantages of cash benefits from the Soil Erosion Program as a source of supplemental income.
8. Which would be more advisable as a source of supplemental farm income, securing day labor away from own farm or attempting to develop some enterprise at home? Why?

### POULTRY

1. How many laying hens per member of family are recommended to provide eggs and meat?
2. Should the farm poultry flock appear on the mortgage? Why? What recourse has RA when animals and poultry appearing on the mortgage are used for food for the family?
3. Make list of green feed and green feed substitutes for winter poultry ration for East, West, North and South Texas.
4. Under what condition should Rural and Home Supervisors encourage poultry as a source of supplemental income?
5. Should RA loans be made to commercial Poultrymen?

### COLLECTIONS

1. Should all receipts from the sale of farm products be collected? Why?
2. Should seed for the next crop be saved from the present crop?
3. Who should approve releases on crops?
4. Under what conditions should feed be sold in order to meet payments on loans?
5. Describe step by step collecting and remitting land rents and direct cash loan payments from a TRC client. Give same procedure on RA client. In each case add in each step give forms used.

### SUPERVISED BANK ACCOUNTS AND EXPENDITURES

1. Is it advisable to have clients deposit loan funds in accounts, subject to joint signature of client and County Supervisor? Why?
2. What is the preferable system of disbursing loan funds to clients? Why?
3. Under any conditions should clients be permitted to interchange funds for recoverable and non-recoverable goods? Why?



4. How many Supervisors determine whether or not loan funds are being spent in accordance with loan agreement?

### REPOSSESSIONS

1. Should a borrower be repossessed when he fails to repay his loan? Why?
2. Is the present legal procedure for repossessing proving satisfactory? Why?
3. Where abandoned property has been bought in by the County Supervisor and there is no opportunity for immediate sale at a fair value, should Care-taker's Agreements be made pending a better market, or should it be sold at once at the best price offered?
4. After property has been legally acquired by the Rural Supervisor and there is no opportunity for immediate sale to clients or prospective clients but a fair offer from a third party for cash, what is the procedure?
5. In repossessing a client, should his poultry and canned products be taken? Why?

### MANAGEMENT (OFFICE AND FIELD)

#### A. Office Equipment

- (1) List equipment needed for 100 clients and personnel consisting of Rural Supervisors, Home Supervisors, and Clerk-Stenographer.
- (2) How much additional personnel and equipment is needed for case load of 200?

#### B. Files

- a. Outline uniform filing system for County RA offices in Texas.

- b. Borrower's loan docket:

- (1) Should a separate file for borrower be maintained for each year?
- (2) Should complete file from beginning be maintained for each borrower? (That is, 1935, 1936, 1937, and 1938 dockets all in one folder.)
- (3) Should file for current year be separate and at the end of the year placed in folder with previous year's file?

- c. List forms according to order in which they should be placed in borrower's folder.

- d. Considering limited personnel now available, is it feasible for the stenographer to draw RA-RR-19 reports and other material from the borrower's folder for Rural and Home Supervisors to take on home and farm visits and file same back in the folder daily?





B. (d) cont'd.

If not, suggest an efficient system that will require less of the stenographer and still provide all information needed for field trips.

1. How may an efficient office organization contribute to the accomplishment of Rural Rehabilitation goals, to successfully making and supervising Farm and Home Management Plans?
2. Give the frequency and reasons for conferences of county office personnel to plan itineraries, discuss observations made in field visits, and for interpreting administration orders and field letters. Why are such conferences important?
3. Who should be responsible for records in the County Offices? Who should have access to them?
4. Describe a County Office which you would rate high in efficiency, giving consideration to equipment, files, receiving callers, making itineraries, frequency of farm and home visits, etc.

#### COMMUNITY AND COOPERATIVE SERVICES

1. Which is preferable, individually owned cooperatives with signed participation agreements or group cooperatives, incorporated and governed by boards of directors? Why?
2. What major factors should be considered in making a cooperative loan?
3. If it is found preferable to make a Cooperative Service or facility loan in a given community, should the Farm Plan include such fees as may be required for the payment of Cooperative Services?
4. Is it desirable that a Community and Cooperative service loan be made a part of a Standard Farm Plan loan?
5. What qualifications should be required of an applicant for a Community and Cooperative Service loan in order to more adequately assure a satisfactory administration of a proposed service?
6. If it is found to be more desirable to make a Community and Cooperative Service Loan to a low-income farmer rather than to a client for individual ownership of a proposed service, is there a danger in over-advancing the program on this basis? Why?
7. In the event the Rural Supervisor forecloses the Community and Cooperative Service facilities of the original borrower and sells, in lieu of cash at a price less than the original cost, to a new borrower, by and to whom shall the unpaid fees be assigned in the event the original borrower cannot be located? Who has the authority to make this assignment?
8. If an organized or proposed cooperative has been refused a loan, by the Bank for Cooperatives due to inadequate security, under what conditions should such loans then be made by Resettlement?



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CONCLUSION

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Community and Cooperative Services cont'd.

9. What is the difference between a Commercial loan made by the Bank for Cooperatives and a Community Cooperative Service Loan made by Resettlement?

FARM DEBT ADJUSTMENT

1. Name the different ways by which debts may be adjusted.
2. Who should take the initiative in adjusting debts of Rehabilitation clients? Of Non-clients?
3. How are debt adjustments reported?
4. Can the Resettlement Administration loan money to adjust debts on real estate?
5. Give reasons for adjusting debts of clients before a loan is made instead of after.
6. Would it be advisable to have the FDA County Committee and the Resettlement Administration County Advisory Committee composed of the same personnel? Why?
7. In what capacity does the Farm Debt Adjustment personnel act as it relates to debtors and creditors? Should this "mediation" be altogether in the interest of the debtors? Should committees encourage or assist any person to avoid the payment of his bona fide obligations which are within his ability to pay? When is debt adjustment deemed to have been successfully made?
8. With three District FDA Supervisors to serve the State of Texas, and two for Oklahoma, how can the five render the best service to FDA County Committeemen and District and County Rural Supervisors in closing the greatest number of Farm Debt Adjustment cases? How should the State of Texas be divided for such service?





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# THE NEW AGRICULTURE

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